- What, if any, actions are underway to address these challenges?

- Is there enough time to develop staff internally for anticipated vacancies or new skill sets, or is targeted external recruitment the best approach?

- Does existing staff demonstrate the potential or interest to develop new skills and assume new or modified positions, or is external recruitment needed?

- What competition exists for future skills? Will the agency need to recruit for these skills or develop them internally?

- Do current job classifications and position descriptions reflect future functional requirements and skills?

- Will some divisions need to be reorganized to meet business needs and strategic objectives?

- What are the recommended solution strategies that the organization can take to address the challenges?

- Are there areas of work where internal progress improvement is needed?

- What will be required in terms of human and financial resources to carry out these strategies?

Adapted from the Partnership for Public Service

SOLUTION Strategies

Organizations create their action plans based the results of the gap analysis and on information gathered from workforce planning discussions throughout the agency. This input is the basis for defining targeted solution strategies that should be considered for implementation. This step involves implementing strategies that can be used to eliminate gaps or otherwise improve workforce processes and practices that have an impact on talent management. As you begin to identify solution strategies needed, consider the following questions.

- What should we do to prepare for our changing needs and changing workforce?

- What strategies should we employ?

- What are some possible solutions to workforce shortages and changes?

- What is our Employment Value Proposition? (An EVP is an understanding of the attributes that are considered most important for driving attraction and commitment in an organization. Research shows that there are specific attributes that initially *attract* employees, and specific attributes that help to *retain* employees.)